

Risk Appetite Maturity Model

How to use this methodology

This document exists to give leadership — especially the CIO wearing both IT and security hats — a clear boundary for how much cyber risk the business is willing to carry, and a simple, repeatable way to decide what to change when reality drifts outside that boundary.

Cyber strategy has three levers: **People**, **process**, and **technology**. Risk posture (not vulnerability counts or severity scores) is the at-the-moment net result of the execution of that. If posture cannot consistently stay inside a stated appetite, at least one lever is misaligned, or appetite is unrealistically tight or too loose to guide.

The RA ↔ RP review is not an ad-hoc firefight over the latest CVE or audit finding. It is a scheduled, strategic session at least once a year, more often only on routine boundary breaches, where leadership examines posture trends versus appetite and makes choices across the four levers.

That cadence and decision focus separate this from governance theater. Here, risk appetite is a management tool that constrains behavior and forces tradeoffs.

Use this methodology to govern cyber risk through repeatable review, explicit tradeoffs, and accountable change decisions.

1. Prologue and scope

Why start with creating a risk appetite statement?

Even when risk appetite already shapes opinions and spending decisions informally, most existing approaches are too complex, too time-consuming, and too disconnected from day-to-day reality to feel worth the effort.

Larger organizations usually have more staff and formal governance to engage on risk appetite, but the work is still commonly triggered by audits, incidents, or regulatory pressure. Even with that structure, translating enterprise risk targets into cybersecurity budgets is hard because ownership is split across teams and risk reduction is difficult to quantify in a way that supports consistent, portfolio-level trade-offs.

This is why making risk appetite operational is the practical starting point: **Risk posture only has meaning when it is assessed and managed against an explicit, leadership-owned boundary.** Without that boundary, “posture” devolves into disconnected metrics, escalation-driven prioritization, and explanations that don’t hold up with leadership or the board.

- **Pervasive:** Most organizations already have an implicit appetite — stated priorities, “no-go” outcomes, and tolerance for disruption — even if it isn’t written down.
- **Controllable:** Leadership can set a usable v1 boundary in a small number of short working sessions, then refine it after seeing where posture routinely breaches.
- **Impactful:** When appetite and posture are explicitly linked, teams reduce surprise misalignments, make trade-offs that are defensible, and gain a shared reference point that aligns IT and security decisions.

This guide does not attempt to solve governance all at once. It focuses on one immediate, leadership-controllable starting point: making cyber risk appetite operational so stated tolerance can be reconciled with observed reality.

What is risk appetite?

Risk Appetite is the **leadership-owned boundary** for how much cyber-driven business impact the organization is willing to tolerate while pursuing its objectives — and the **operating method** for keeping day-to-day posture inside that boundary.

Operational appetite is not a vague statement (e.g. “low tolerance”). It is a governance construct with four properties:

- **Boundaries:** Clear “must not,” “zero tolerance,” and “within limits” statements tied to business impact.
- **Ownership:** Set by executives; interpreted and executed by CIO/CISO through priorities, exceptions, and investment decisions.
- **Reconciliation:** Regularly tested against observed posture so drift forces explicit trade-offs (accept, reduce, transfer, or stop).
- **Lifecycle:** A recurring review cadence — not a one-time declaration — used to steer remediation, investment, and operational decisions.

Appetite-derived criticality

Risk appetite must produce an operational output: **which services/assets matter most, and how tight posture must be held**. Large organizations often use five criticality levels. For subject matter experts, a three-tier model is usually sufficient and far more usable:

- **Tier 1 — Cannot Fail:** Business-stopping or materially damaging if limits are breached.
- **Tier 3 — Material but Recoverable:** Painful and expensive, but operations can continue with workarounds and defined recovery.
- **Tier 5 — Tolerable:** Inconvenient, but limited impact; can be deferred without material business harm.

Key Difference

Decorative appetite says, “We have low risk tolerance.” Operational appetite says, “**Service/Process X is Tier 1 (Cannot Fail)** and must not exceed defined impact limits; **Service Y is Tier 3 (Material but Recoverable)** and can operate within defined recovery bounds; **Service Z is Tier 5 (Tolerable)** and can accept extended degradation.”

Then it measures posture against those boundaries and **forces explicit trade-offs**, because you can't fix everything at once, but you can decide, deliberately, what gets protected first and what is allowed to wait.

Risk appetite vs. risk posture

- **Risk appetite (RA):** what the business is willing to tolerate.
- **Risk posture (RP):** what exposure management can observe about current exposure, expressed against what the business cares about.
Example: "Assets supporting Tier 1 payroll have an identified vulnerability that elevates ransomware exposure."

How they work together: define RA → measure RP with EM → compare → decide when outside tolerance.

Limits of the Model

This guide deliberately narrows scope so it stays practical, actionable, and usable for most IT and security leaders.

In Scope

- Defining and expressing risk appetite in business-impact terms.
- Linking appetite to service/process criticality and asset materiality.
- Comparing appetite boundaries to observed posture signals (provided by exposure management).
- Establishing ownership, review cadence, escalation triggers, and the governance decisions that follow.

Out of scope

- Control implementations or remediation execution (e.g. patch SLAs, hardening tasks).
- Tool configuration or how posture signals are produced (covered in the Exposure Management Maturity Model).
- Cyber risk quantification (CRQ), Monte Carlo, loss modeling, or false precision exercises.

Why this scope is narrow

It starts with the most controllable entry point: turning appetite from decoration into a binding constraint for decisions.

2. Maturity model goals

Risk appetite ↔ risk posture governance is a set of interconnected capabilities that let organizations express appetite clearly, align it to what matters, observe real posture against it, and reconcile drift through decisions. Together, they turn stated tolerance into traceable executive actions — without complexity or false precision.

This model defines the minimum capabilities needed for appetite to act as a real constraint on posture — so decisions are traceable, not reactive. In this model, maturity is measured by the reliability of the **appetite ↔ posture decision loop**, not by the number of metrics, dashboards, tools, or documents produced.

The four core capabilities are:

1. Risk appetite expression
2. Asset-to-impact alignment
3. Risk posture alignment
4. Risk appetite reconciliation

2.1 What this model evaluates

2.1.1 Risk appetite expression

What it is:

A small set of business-impact domains with explicit tolerance boundaries and named executive ownership.

Why it's important:

A one-page set of “must not/within limits” statements the CIO/CISO can use to classify any exposure as **inside** or **outside** tolerance.

How you know it's working

Two different leaders reviewing the same exposure reach the same conclusion (“inside” versus “outside”) without escalation or reinterpretation.

Example boundary statement

“Unauthorized disclosure of regulated data: zero tolerance.”

2.1.2 Asset-to-impact alignment

What it is

A clear, explainable mapping from assets to the business processes they support, and from those processes to the impact domains used in appetite.

What it produces

A durable criticality view: for any asset (or asset group), you can state **which process it serves**, **which appetite domain it touches**, and **what tier it inherits** (e.g. Tier 1/Tier 3/Tier 5).

How you know it's working

When a posture signal appears, it can be routed immediately to: **(a)** the right business owner, **(b)** the correct appetite boundary, and **(c)** a defensible priority — without defaulting to technical severity.

Example alignment statement

“This database supports Tier 1 payroll processing; it inherits the ‘service continuity’ and ‘regulated data’ appetite boundaries.”

2.1.3 Risk Posture Alignment

What it is

The ability to observe exposure on material assets and interpret it **directly in appetite terms** — by impact domain, process criticality, and tolerance boundary.

What it produces

A posture view that answers, for each impact domain and Tier 1/3/5 process: **inside tolerance/outside tolerance**, with the evidence linked back to the underlying exposure condition.

How you know it's working

Posture reporting can be consumed by leadership without translation: it consistently shows **where the organization is outside tolerance**, why, and on which business-critical services — without reverting to scanner categories or “severity-first” queues.

Example posture statement

“Assets supporting Tier 1 payroll are currently **outside** the ransomware tolerance boundary due to an identified vulnerability-driven exposure on supporting systems.”

2.1.4 Risk appetite reconciliation

What it is

The executive decision mechanism that turns repeated or sustained posture-outside-appetite conditions into **strategic, durable choices** — either to adjust **people/process/technology** so posture can stay inside appetite, or to revise **appetite** when the boundary is no longer aligned to business reality.

What it produces

Recorded governance outcomes triggered by breach patterns (frequency/duration): resourcing changes, operating model changes, architectural investments, authority/ownership changes, or formal appetite revisions.

How you know it's working

Breaches don't just get tracked — they get **resolved at the decision level**. When a boundary is routinely exceeded, leadership makes a durable change so the organization can **consistently** operate within appetite over time.

Example reconciliation outcome

“Tier 1 payroll has exceeded ransomware tolerance for 90 cumulative days over the last two quarters. Decision: restructure remediation ownership and capacity and fund segmentation/recovery improvements to restore sustainable alignment; appetite remains unchanged unless the business explicitly accepts the residual risk.”

Without reconciliation, appetite is a statement and posture is telemetry — but nothing forces the trade-offs that keep them aligned.

2.2 Operating the Appetite ↔ Posture Connection

What it is

The end-to-end operating chain that makes appetite usable: **appetite expression → impact domains → asset/process criticality → posture signal (from exposure management) → executive reconciliation decisions.**

What it produces

A traceable line from “**what we tolerate**” to “**what we observe**” to “**what we decided to change.**” Each material exposure can be tied to a domain, a Tier 1/3/5 service, an observed posture condition, and a recorded governance outcome.

How you know it’s working

Pick any domain and walk it end-to-end without translation or debate: leaders can see where posture is inside/outside tolerance, and recurring breaches reliably surface in governance with clear outcomes — no heroics, no surprises, no severity-driven noise.

Example operating check

“Walk the ‘Service Continuity’ domain: appetite boundary → Tier 1 services/assets → EM posture view grouped by that domain → reconciliation decisions referenced in executive updates.”

2.3 Governance Trigger

What it is

A simple boundary between **execution** and **governance**: exposure management handles day-to-day exposure changes; sustained appetite breaches require an executive decision on **people/process/technology** or **appetite**.

What it produces

A shared rule for when an issue becomes a leadership trade-off rather than continued operational handling.

How you know it’s working

Leadership is engaged only on sustained misalignment patterns, not on individual findings—yet repeated breaches reliably result in reconciliation outcomes.

Example trigger statement

“When a Tier 1 boundary is repeatedly or persistently exceeded, it moves from EM execution to appetite reconciliation.”

2.4 Relationship to exposure management

What it is

A division of labor: Exposure management provides the **operational posture signal** and the **historical posture record**; this model provides the **appetite frame** (domains, tiers, tolerance) and the **governance interpretation** of that record.

What it produces

A consistent mapping from EM posture signals to appetite domains and Tier 1/3/5 services, enabling both day-to-day prioritization and periodic RP↔RA reconciliation.

How you know it's working

EM drives operational action in the moment, while its accumulated posture record is reviewed against appetite to detect sustained drift and trigger strategic decisions on people/process/technology or appetite revision.

Example

"EM flags ransomware exposure on Tier 1 payroll assets → operations prioritizes action now; governance later reviews how often/long Tier 1 payroll was outside tolerance and decides what structural change is required."

3. Maturity phases and progression

3. Overview

This section shows how organizations progress across the four core capabilities as they mature the **Risk Appetite ↔ Risk Posture** connection. Maturity advances in four phases:

- **Phase 1 — Implicit/unstated:** No explicit appetite boundary; tolerance is inferred from outages, audits, incidents, and budget pressure.
- **Phase 2 — Stated but inconsistent:** Appetite is articulated in some form, but interpretation varies and it rarely constrains prioritization or posture reporting.
- **Phase 3 — Applied and business-tied:** Appetite domains and tiering are used to interpret posture and drive priorities for what gets protected first.
- **Phase 4 — Evidence-driven and decision-forcing:** Breach frequency/duration against appetite triggers strategic changes (people/process/technology) or deliberate appetite revision.

Capability	Phase 1	Phase 2	Phase 3	Phase 4
Risk Appetite Expression	Unstated / implicit	Some Measurable Targets	Tied to Business Impact	Evidence-adjusted
Asset-to-Impact Alignment	All Assets Equal	Basic Tags (Prod/Dev)	Linked to Business Processes	Appetite-derived tiering
Risk Posture Alignment	Prioritize by Severity	Prioritize by Risk Score	Prioritize Based on Tolerance	Drift Actively Tracked
Risk Appetite Reconciliation	Reactive	Reviewed Periodically	Tested Against Real Events	Adjusted Based on Evidence

3.1 Risk appetite expression

Phase 1 — Implicit/unstated

- **Expectations:** Appetite is not explicitly defined. “Tolerance” is inferred from outages, audits, incidents, and budget pressure. No usable boundaries or named ownership.
- **Metric:** % of **impact domains** with a named owner and a written boundary statement (typically near zero).
- **Next Steps:** Define 4–6 impact domains, assign executive owners, and write initial “must not / within limits” boundaries.

Phase 2 — Stated but inconsistent

- **Expectations:** Appetite is articulated in some form, but boundaries are incomplete, inconsistent, or interpreted differently across leaders. Ownership exists but is informal or contested.
- **Metric:** % of **domains** with (1) named owner, (2) an explicit boundary, and (3) wording that is testable as **inside/outside tolerance**.
- **Next Steps:** Normalize language into domain-bounded tolerance boundaries and remove ambiguity so exposures can be classified consistently.

Phase 3 — Impact-Bounded

- **Expectations:** Appetite is expressed as business-impact boundaries by domain, applied through Tier 1/3/5 service criticality. Leaders can use it as a consistent constraint on interpretation and prioritization.
- **Metric:** % of **Tier 1 services** covered by at least one domain boundary + % of **domains** with tier-aware boundaries where required.
- **Next Steps:** Define governance breach criteria (frequency/duration outside tolerance) to drive reconciliation reviews.

Phase 4 — Evidence-Adjusted / Decision-Forcing

- **Expectations:** Appetite is stable and owned; it is adjusted deliberately based on evidence from sustained breach patterns and material strategy changes — not ad hoc reactions.
- **Metric:** % of **sustained breaches** that result in a recorded executive decision (people/process/technology change or appetite revision) within the defined review cycle.
- **Next Steps:** Institutionalize the annual RA ↔ RP session and ensure appetite boundaries remain current as business services and constraints change.

Note: Percentages here measure **governance coverage and decision consistency**, not operational remediation performance.

3.2 Asset-to-impact alignment

Phase 1 — Unlinked/flat

- **Expectations:** Assets are effectively “all important.” Criticality lives in tribal knowledge (or whoever yells loudest). No durable link to business processes or impact domains.
- **Metric:** % of assets/services with no tier/classification (or only ad hoc labels).
- **Next Steps:** Establish an initial inventory grouping and basic scoping tags (e.g., environment, exposure surface) as a bridge — not the end state.

Phase 2 — Grouped but shallow

- **Expectations:** Assets are grouped with basic tags (Prod/Dev, internal/external, user/server), but those tags don't explain *business materiality*.
- **Metric:** % of assets with maintained grouping tags + % of Tier 1 candidate systems that can be consistently identified.
- **Next Steps:** Map assets to the business processes/services they support (direct and key dependencies).

Phase 3 — Process-mapped

- **Expectations:** Assets are mapped to business processes/services and associated impact domains, enabling defensible Tier 1/3/5 assignments.
- **Metric:** % of critical processes/services with complete supporting-asset mapping (including primary dependencies).
- **Next Steps:** Align tier definitions explicitly to appetite boundaries so tiering reflects tolerance (not convenience).

Phase 4 — Appetite-derived tiering

- **Expectations:** Tier 1/3/5 criticality is explicitly derived from appetite domains and tolerance boundaries. Assets inherit tier based on the processes/services they enable and the business impact limits leadership set.
- **Metric:** % of Tier 1 services/assets tied to explicit appetite domain boundaries (traceable: domain → process/service → assets).
- **Next Steps:** Use tiers consistently to shape posture interpretation, investment decisions, and leadership/board explanations.

Note: Percentages here measure **mapping completeness and traceability**, not operational remediation execution.

3.3 Risk posture alignment

Phase 1 — Activity optimization (severity-led)

- **Expectations:** Exposure work is optimized for throughput: findings are handled by technical severity/default best practice. Posture is effectively “how busy are we” or “how many findings exist,” not “inside/outside tolerance.”
- **Metric:** % of prioritization decisions driven solely by technical severity/standard scoring (no domain/tier reference).
- **Next Steps:** Introduce business-weighting inputs (process tier/materiality) so posture signals can be interpreted in business context.

Phase 2 — Weighted, but not appetite-led

- **Expectations:** Prioritization uses some composite weighting (risk score, exploitability/context), but the outputs still aren't consistently expressed as tolerance outcomes (inside/outside). Appetite is not the governing frame.
- **Metric:** % of prioritization decisions driven by a weighted method **without** explicit mapping to appetite domains/tiers.
- **Next Steps:** Add appetite domains/tier context to posture views so decisions can reference tolerance boundaries directly.

Phase 3 — Appetite-referenced interpretation

- **Expectations:** Posture is interpreted through appetite: exposures are grouped by impact domain and Tier 1/3/5 services, and can be labeled **inside** or **outside** tolerance. Prioritization follows tolerance, not generic severity.
- **Metric:** % of posture reporting organized by appetite domain and tier + % of material exposures with an explicit inside/outside tolerance label.
- **Next Steps:** Track **drift** over time (how often/how long posture remains outside tolerance by domain/tier).

Phase 4 — Drift-trended alignment (frequency/duration)

- **Expectations:** Posture alignment is managed as a time-series against appetite boundaries. Sustained or recurring outside-tolerance conditions are visible, comparable, and stable enough to drive governance.
- **Metric:** **Frequency and duration** of outside-tolerance conditions by domain and Tier 1/3/5 service (trendable over review cycles).
- **Next Steps:** Feed drift patterns into reconciliation so sustained misalignment results in strategic decisions (people/process/technology) or deliberate appetite revision.

3.4 Risk appetite reconciliation

Phase 1 — No reconciliation (reactive)

- **Expectations:** Appetite is absent, implicit, or treated as a one-time statement. Posture drift produces operational churn or post-incident reactions, not executive decisions.
- **Metric: Time since the last RA ↔ RP review** (often “never”) + **% of sustained outside-tolerance conditions** with no recorded decision outcome.
- **Next Steps:** Establish a minimal reconciliation cadence (at least annual) and define what constitutes a “sustained breach” worth executive attention (frequency/duration concept only).

Phase 2 — Periodic review (low consequence)

- **Expectations:** Leadership reviews appetite occasionally (annual or after major events), but the review is mostly narrative. Breach patterns don’t reliably force decisions, and exceptions can linger.
- **Metric: # of reviews held** per year + **% of sustained breaches** that receive a recorded executive disposition (vs. “noted”).
- **Next Steps:** Use posture history to compare RA against RP (by domain/tier) and require an explicit outcome for recurring/sustained outside-tolerance conditions.

Phase 3 — Evidence-based reconciliation (back-tested)

- **Expectations:** Appetite is tested against real posture drift and material events/near-misses. Reconciliation produces durable choices: change people/process/technology so posture can stay inside tolerance, or revise appetite deliberately.
- **Metric: % of sustained breaches** reviewed in governance + **% of those reviews** that end with a recorded decision (P/P/T change or appetite revision).
- **Next Steps:** Standardize decision recording (boundary exceeded, duration/frequency, owner, chosen action) and track recurrence after decisions.

Phase 4 — Decision-forcing governance loop (adaptive)

- **Expectations:** Reconciliation is reliable: breach frequency/duration against appetite consistently triggers strategic decisions, and appetite is revised only through deliberate, evidence-backed leadership action (not ad hoc reactions).
- **Metric: Cycle time from sustained breach pattern to executive decision + recurrence rate** of the same breach pattern after the decision.
- **Next Steps:** Institutionalize the RA ↔ RP session as the primary governance loop, with interim breach-pattern reviews only when sustained drift warrants strategic intervention.

4. How to use this maturity model

This model is a practical tool for a CIO/CISO and a small team to: **(1) see current state, (2) choose one realistic improvement, and (3) make appetite constrain posture over time**—without turning it into a scoring exercise.

4.1 Place yourself (fast rating)

- Use the Section 3 table. For each capability, pick the phase that is **most true most of the time**.
- If you're between phases, pick the lower one.

4.2 Choose what to improve (one phase up)

You do not need Phase 4 everywhere. Choose **one** capability to move up **one** phase in the next planning cycle.

- If **Risk appetite expression** or **asset-to-impact alignment** are Phase 1–2, start there.
- If those are stable, focus on **risk posture alignment** and then **reconciliation**.

4.3 Make one concrete move

Use the “Next Steps” bullets in Section 3 as your menu. Keep the move small and reversible.

Examples (illustrative, not prescriptive):

- **Expression 1→2:** define 4–6 impact domains + owners + one-page boundaries.
- **Alignment 2→3:** map Tier 1 services/processes to key assets/dependencies.
- **Reconciliation 3→4:** use drift frequency/duration to drive strategic decisions (people/process/technology) or appetite revision.

4.4 Re-check on cadence

Re-run the fast rating **1–2x/year**. The point isn't a score—it's whether appetite is increasingly able to **constrain** posture and produce **traceable decisions**.

4.5 Relationship to exposure management

Exposure management handles **in-the-moment** prioritization and action. This maturity model is used to interpret the **posture record over time** against appetite and drive strategic decisions when drift is sustained.

5. Operating risk appetite in practice

This section shows how to run risk appetite as a recurring leadership practice that shapes strategy, expectations, and investment.

Core unit: an annual (or drift-triggered) **Risk Appetite ↔ Risk Posture (RA↔RP) session**.

Leadership reviews whether the organization consistently operates inside appetite and, when drift persists, chooses what changes using five options: **People, Process, Priorities, Technology, or Appetite**.

5.1 What the session decides

It answers three questions:

1. For Tier 1 services, are we operating **inside, at the edge, or outside** appetite?
2. When we are at the edge or outside, which lever explains it most: **people, process, priorities, technology, or appetite?**
3. What **3–5 strategic changes** will we make over the next cycle?

5.2 Inputs (short and fixed)

Bring four artifacts:

1. **One-page appetite summary**
 - impact domains
 - Tier 1/3/5 definitions
 - Tier 1 tolerance boundaries in plain language
2. **Tiered service/process list**
 - 10–25 named services/processes tagged Tier 1/3/5
3. **Good-enough mapping**
 - key systems/vendors supporting Tier 1/3 services
 - assets inherit the highest supporting tier
4. **Tier 1 posture cards** (one per Tier 1 service)
 - exposure condition(s) observed via exposure management
 - biggest weak spots (vulnerability, identity, configuration, dependency)
 - trend over the last cycle: better / worse / flat
 - verdict: inside/edge/outside

5.3 CIO/CISO pre-work (build the verdict)

For each Tier 1 service, assign a verdict:

- **Inside:** comfortably within tolerance
- **Edge:** repeatedly near the boundary or dependent on heroics
- **Outside:** meaningful time beyond tolerance

Tier 3/5 items provide context and are surfaced when they create Tier 1 drift or persistent noise.

5.4 Run the session (60–90 minutes)

Participants: CEO/top leader, CFO, CIO/CISO, 1–2 Tier 1 business owners.

Agenda:

1. Reconfirm the one-page appetite summary (5 min)
2. Review Tier 1 verdicts (one posture card each; net position + evidence)
3. Identify patterns across Tier 1 and assign the primary lever: **people/process/priorities/technology/appetite**
4. Decide **3–5 strategic shifts** for the next cycle and record owners and intended outcomes

5.5 Decision rule: 4P or appetite

- **Inside with occasional edge:** execution tuning by owners
- **Chronically edge/outside:** strategic change via **people, process, priorities, technology**, or a deliberate **appetite** revision

5.6 Keep the system lightweight

Minimum viable loop:

- one-page appetite
- tiered service list + mapping
- one posture card per Tier 1 service
- one RA ↔ RP session producing 3–5 strategic decisions

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